

WHAT IS EFFECTIVE COMMUNICATION

Presented by:

Steve O'Brien

Senior Division Administrator

Project Management Group

PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT



PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

- ▶ This presentation will focus on skill sets
- ▶ Applicable to all Project Management projects
- ▶ Inter personal communications
- ▶ Various ways to
Communicate



PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

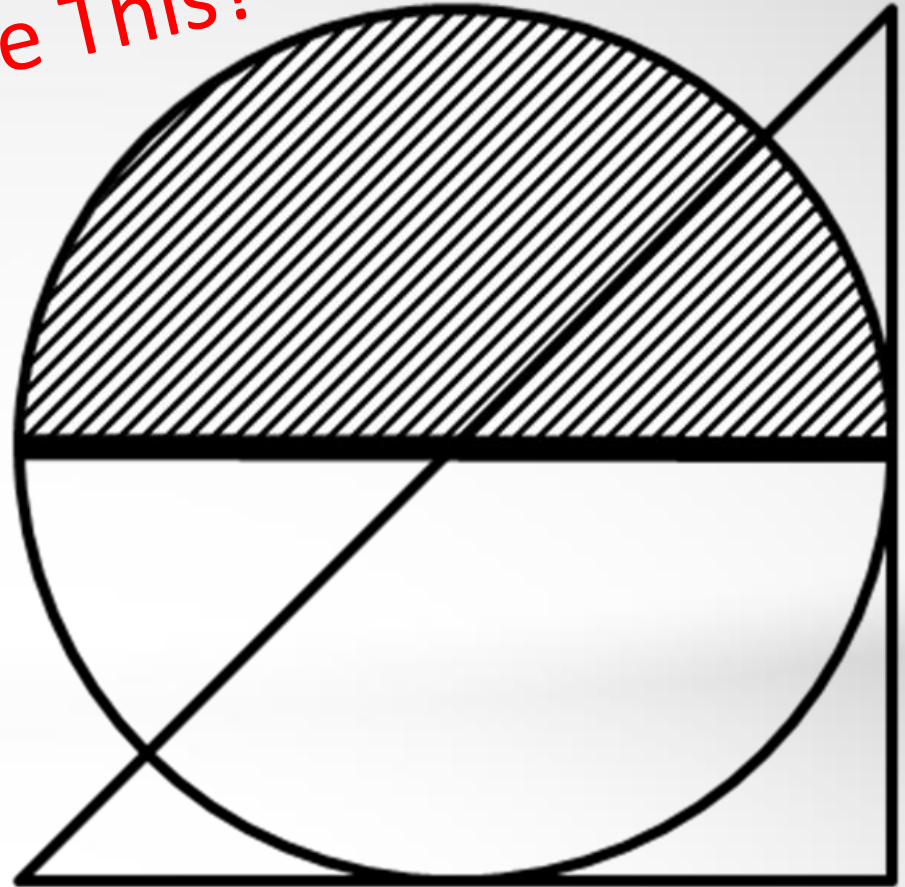
- ▶ Draw What I Describe
- ▶ No Questions
- ▶ 90 Seconds



PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

Does Yours Look Like This?



What does this have to do
with being a project manager?

Everything!

Some studies suggest that the PMs
spend up to **90%** of their time communicating!

PROJECT DELIVERY ACADEMY

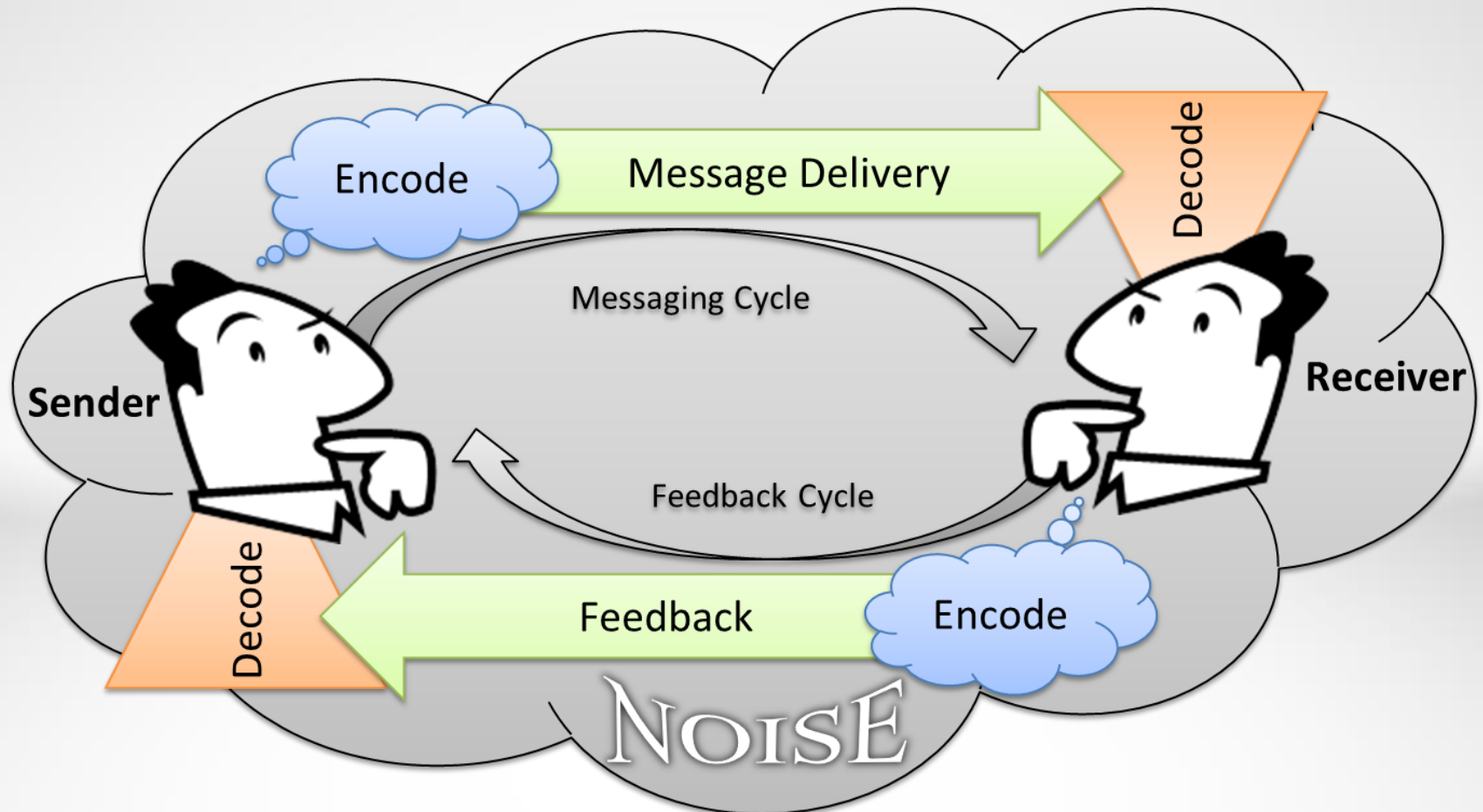
MODULE 4: COMMUNICATIONS AND DEVELOPMENT

com•mu•ni•ca•tion

noun \kə-,myü-nə-'kā-shən\

- 1 : an act or instance of transmitting
- 2a : information transmitted or conveyed b : a verbal or written message
- 3a : a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior <the function of pheromones in insect communication>; also : exchange of information b : personal rapport <a lack of communication between old and young persons>
- 4 *plural* a : a system (as of telephones) for transmitting or exchanging information
b : a system of routes for moving troops, supplies, and vehicles
c : personnel engaged in transmitting or exchanging information
- 5 *plural* but sing or plural in constr a : a technique for expressing ideas effectively (as in speech) b : the technology of the transmission of information (as by print or telecommunication)

Communication Cycle



► Starting the Messaging Cycle

Step 1: Encoding

Step 2: Delivery

Step 3: Decoding



EFFECTIVE COMMUNICATION

► Step 1 – Encoding (Organizing thoughts)

Why/What do I want to communicate?

With whom do I want to communicate?

When do I want to communicate?

EFFECTIVE COMMUNICATION

► *Why/What do I want to communicate?*

Question?

Directive.

Feedback...

“Opinion”

Idea



“You can have brilliant ideas, but if you can’t get them across, your ideas won’t get you anywhere.”

PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

EFFECTIVE COMMUNICATION

► *With whom do I want to communicate?*

- Manager
- Project Team
- Direct Report
- Coworker
- Family



EFFECTIVE COMMUNICATION

► *When do I want to communicate?*

- Now
- One-time
- All the time
- Regularly



PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

EFFECTIVE COMMUNICATION



Why does this matter?

- Time to organize thoughts
- Prepare
- Choose delivery
- Emotions

► Step 2 – Delivery (How do I want to communicate?)

- Words
- Voice Quality
- Body Language

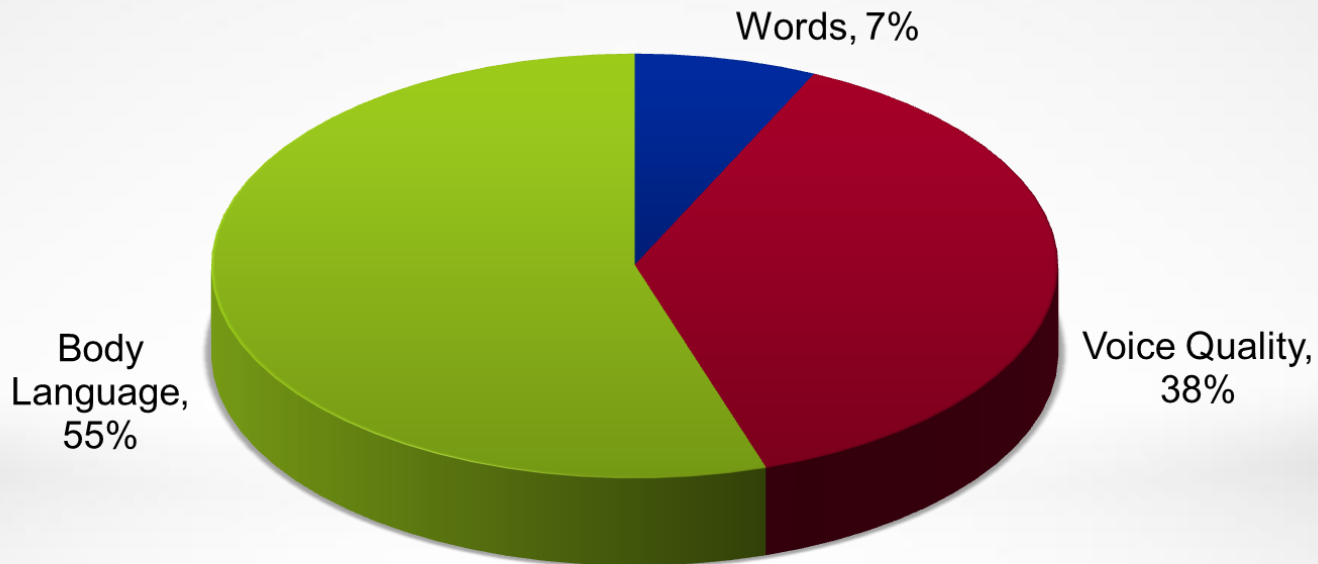


PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

EFFECTIVE COMMUNICATION

They say to choose your *words* carefully??

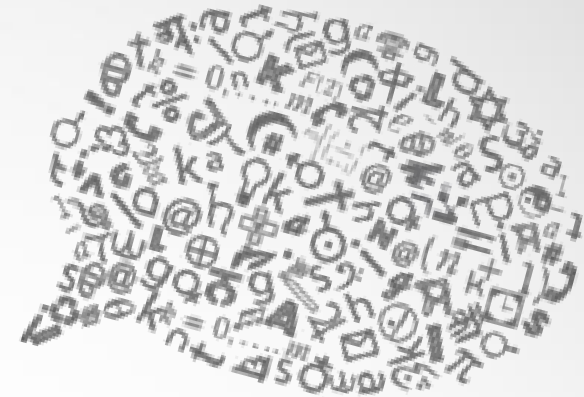


PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

EFFECTIVE COMMUNICATION

- ▶ Methods (Flexibility)
 - Face to Face
 - Phone
 - Google Meet/Microsoft Team Meet
 - Email
 - Letter
 - Instant Messaging
 - Texting
 - WebEx / Video Conferencing



► Step 3 – Decoding (listening and interpretation)

- *Reactive*
- *Proactive*



► ***Reactive Listening (listening ABOUT)***

- Formulating opinion
- “I know already”
- Agree/Disagree
- Find the flaw
- Dominate the discussion



► *Proactive Listening (listening FOR)*

- Possibility
- Commitment
- Content
- Opportunity
- Contribution



► Poor Listening Habits

- Not paying attention
 - Listen 150 – 250 wpm
 - Think 1,000 – 3,000 wpm
- Pseudolistening
 - Sender thinks the receiver understands
- Listening but not hearing
- Interrupting
 - Making assumptions about the “rest of the story”



EFFECTIVE COMMUNICATION

► Effective Listening Habits

- Pay attention
 - Force yourself
 - Active listening
 - Don't Interrupt
- Listen for the entire message
 - Look for meaning and consistency in both verbal and non-verbal – i.e. “mixed messages”
 - Listen for ideas, intentions, feelings as well as facts (context)



EFFECTIVE COMMUNICATION

► Effective Listening Habits (cont.)

- Hear before evaluating
 - Don't draw premature conclusions
 - Ask clarifying questions
 - Hold judgment or advice
- Paraphrasing
 - Restate in your own words (adds your filter)



EFFECTIVE COMMUNICATION

► Conversations that make a difference

- Start with hearing one another
- Get to specifics
 - Don't ramble
- Move from opinion to stand
- Open up possibilities
- Lead to action
 - Request, Proposal
 - Offers, Initiatives
 - Follow-Through / Assignments

Listening
=
Learning

PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

EFFECTIVE COMMUNICATION

▶ Other Skill Sets

- Prepare
- Anticipate Questions
- Avoid Statements That Sound Like Questions
- Confidence; Not Arrogance

▶ Empathy

- Understand & Respect Varying Points of View
- Demonstrate You Are Listening

▶ Feedback

- Give And Receive Feedback
- Give Praise For Efforts / Accomplishments



PROJECT DELIVERY ACADEMY

MODULE 4: COMMUNICATIONS AND DEVELOPMENT

EFFECTIVE COMMUNICATION

- ▶ As an ADOT PM here are just a few times I use these skills:
 - PRB/PPAC/ Board Meetings
 - Huddles/Business Reviews/One on One Coaching
 - Project Kick Off Meetings
 - Regular Project Progress Meetings/Comment Resolutions
 - Agency Meetings
 - District Quarterly Meetings
 - Stakeholder Meetings / Public Meetings
 - Partnering sessions
 - Conflict resolution meetings / project Claims
 - Scope and Fee Negotiations / Consultant Selection



WHAT IS EFFECTIVE COMMUNICATION

Questions?

Presented by:

Steve O'Brien

Senior Division Administrator

Project Management Group